Strategic Recruitment:
Do you know where to find and attract the right talent?

Presenter
Tracy Orrison
Tracy.Orrison@opm.gov
USAJOBS Deputy Program Manager
Office of Personnel Management

Job Opportunity Announcement (JOA) Mythbuster

MYTH:
I can ONLY post my announcement on USAJOBS
Public Notice = Recruitment

FACT:
Agencies are encouraged to actively recruit talent from a variety of sources in addition to USAJOBS for competitive positions. Agencies should assess who and where to recruit, as well as, provide relevant and creative content within the JOA to attract the right talent.

Strategic Recruitment

Efficient recruitment requires development and delivery of customized messages, and a good understanding of how different recruitment strategies can attract a ***high quality, diverse applicant pool***. Choosing the wrong strategy may produce too many or too few applications.

Developing a recruitment strategy may include:

1. A strategic partnership between HR and hiring managers to identify recruitment needs.

2. Analyzing the future demands of your agency's workforce and identifying appropriate occupations, competency requirements, and hiring strategies.

3. Researching the labor market and designing your message and corporate image.

4. Establishing and maintaining relationships with the best sources of applicants for your workforce (e.g., colleges/universities, technical and trade schools, professional associations).

JOA – Applicants' Perceptions

Applicants do not understand:

- if they qualify for the position
- the difference between eligibility and qualification
- the duties of the position
- that the questionnaire is different from the job description on the job announcement
- why it is so difficult to find and match their qualifications with relevant jobs

The Challenge

Provide the means to describe the “ideal candidate” so that job seekers can find the right match.

JOA – Get Creative

Here are some tips for creating a quality job announcement:

- "Sell" the depth and/or breadth of the mission the position will support.
- Conduct research on how industry (both federal and private sector) recruits for the position.
- Provide a realistic job preview:
  - Provide examples of work products.
  - Add video content if applicable ("day in the life" videos).
- Develop compelling outreach mechanisms:
  - Utilize social media to market positions.
  - Use niche group and diversity websites to advertise.

JOB SEEKER / APPLICANT EXPERIENCE
Next Generation Vision

Federal Career Site

EXPLORE I am: I want to focus on:

Find and Apply

Recruit

Match Talent to Jobs

Visual Cues to Apply

My Account

Foundation for personalized experience

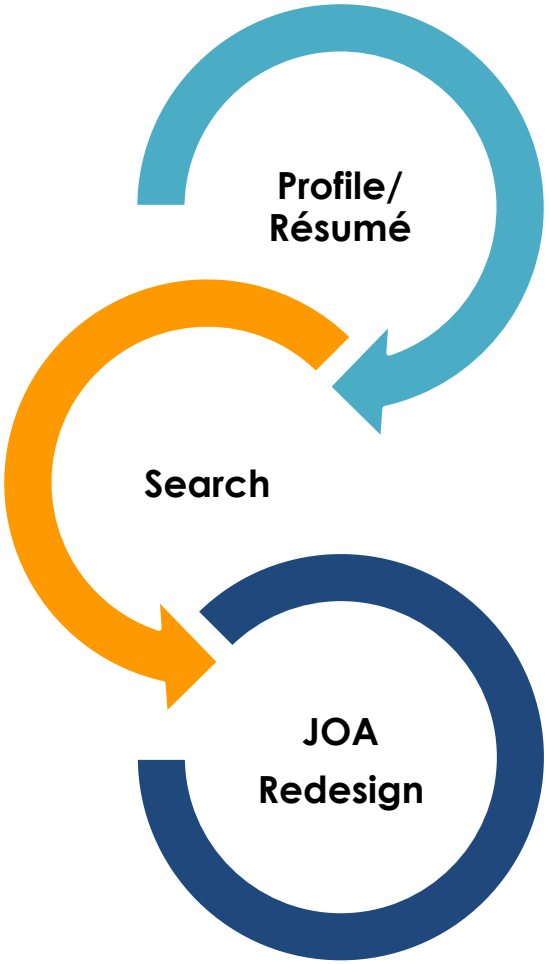
My Jobs

My Information

My Communications

Resume

USAJOBS is Transforming to Better Serve You



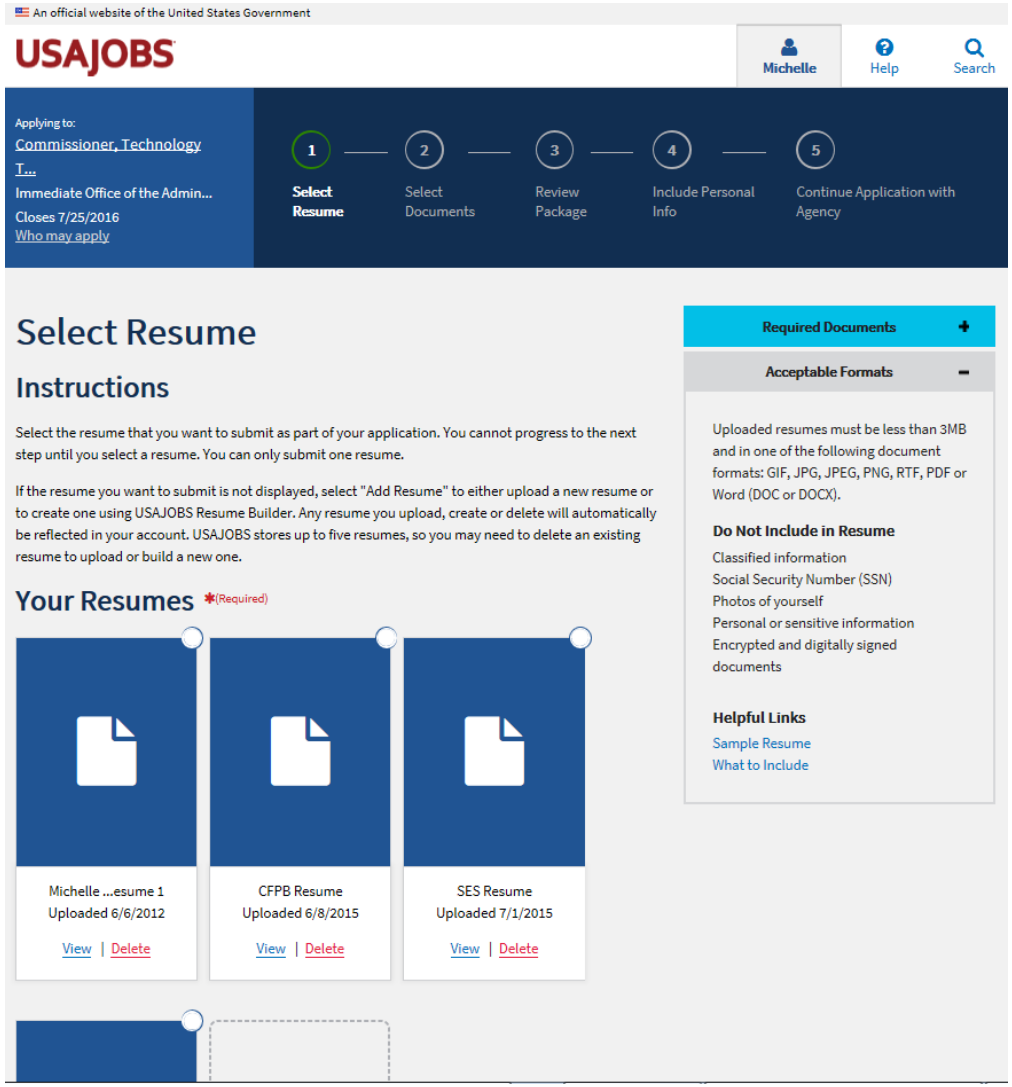
- Allow applicant to showcase oneself
- Parse data
  - Skills
  - Competencies
- Determine eligibility

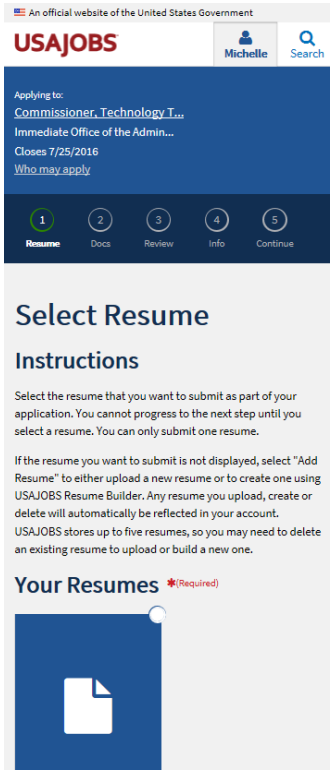
- Improve search technology
- Leverage user data to inform search results
- Implement matching algorithms

- Understand how agencies use JOAs
- Replace content
- Plain Language
- Describe “ideal candidate”

5-Step Application Process

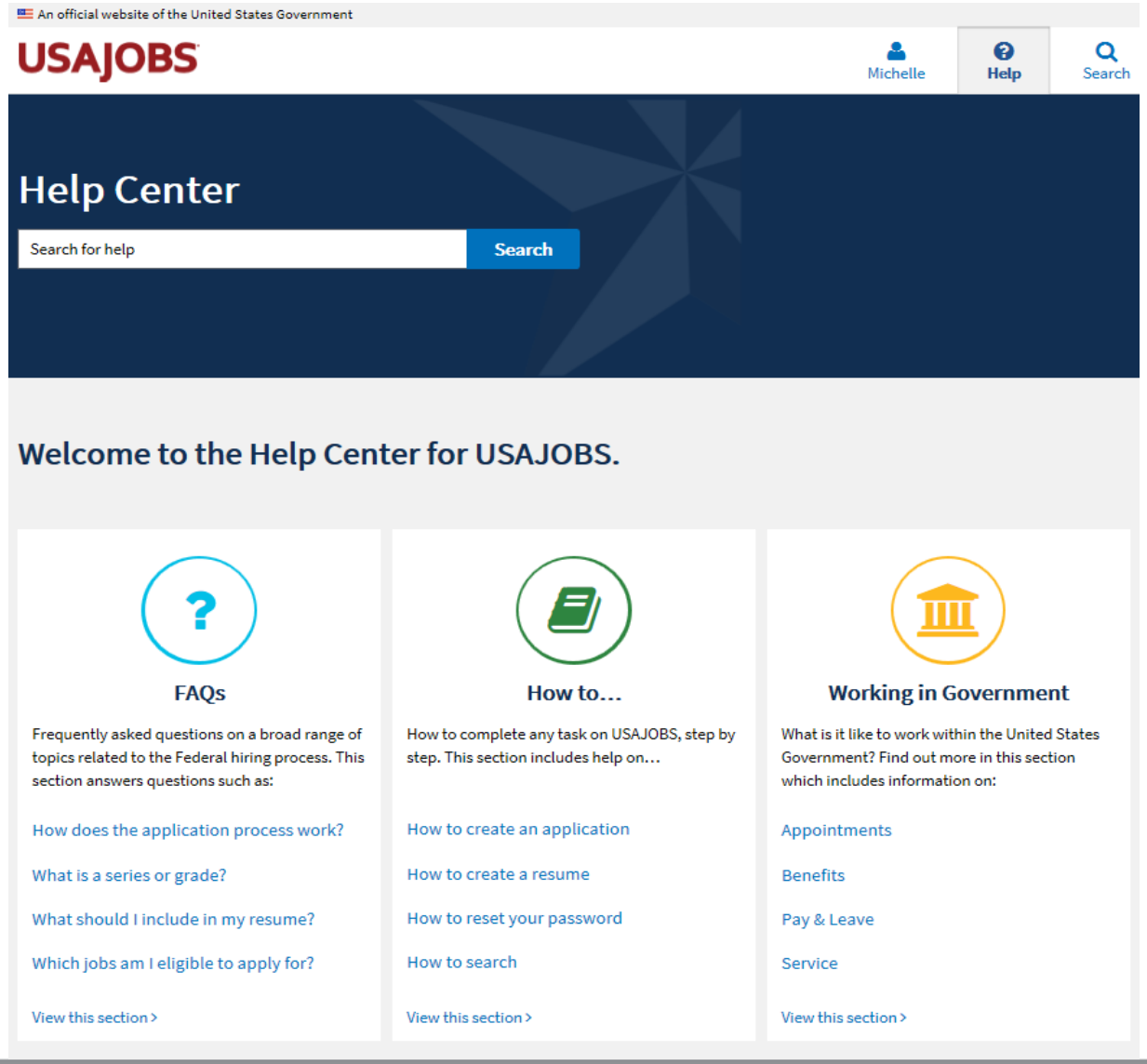
Release Date: February 20





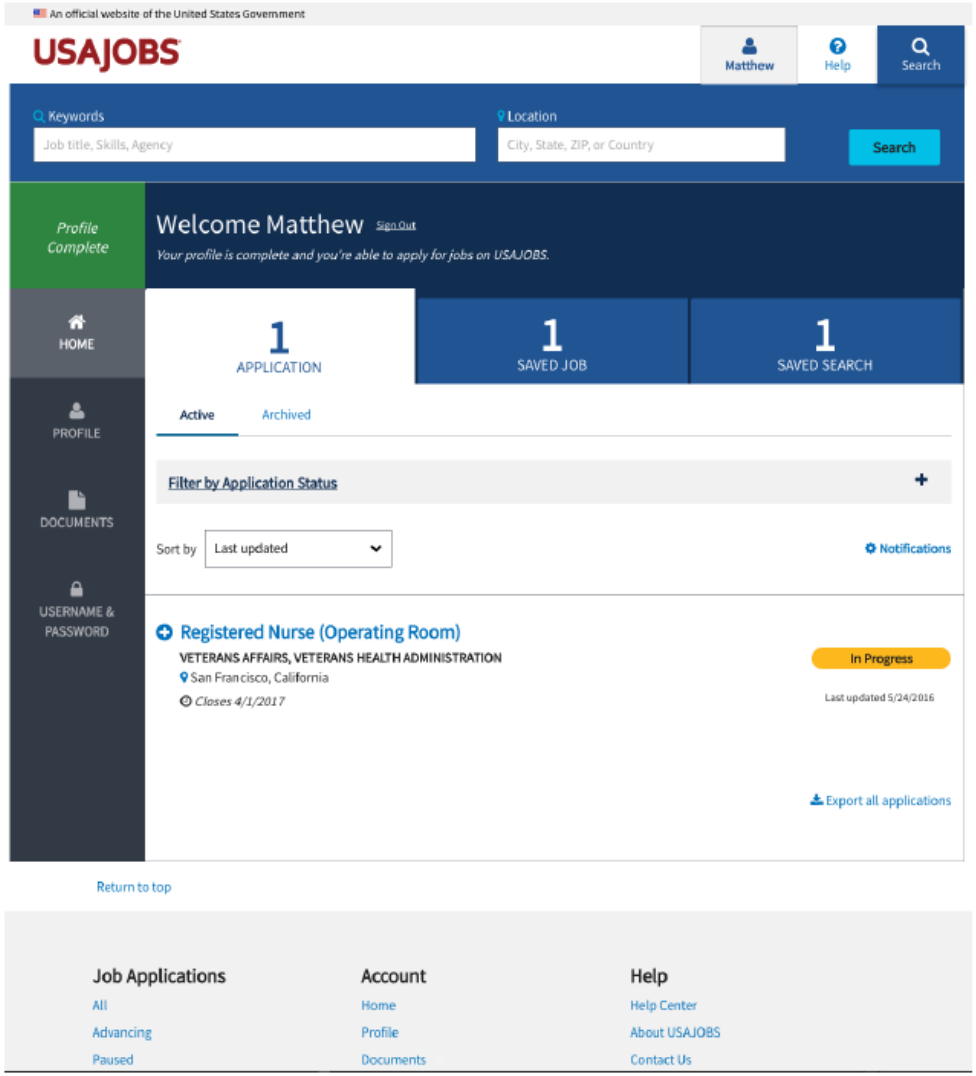
Help Center

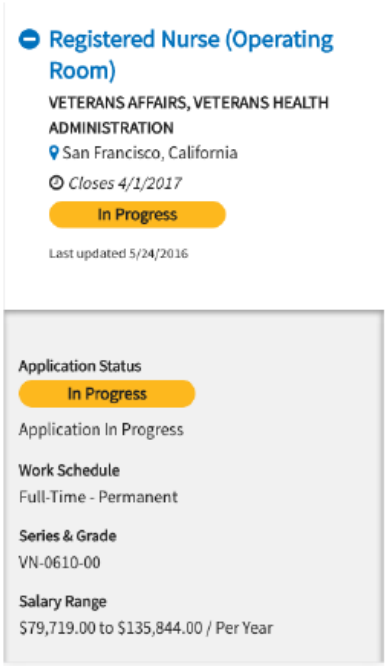
Release Date: May 6



Profile: Dashboard screens

Release Date: August 20





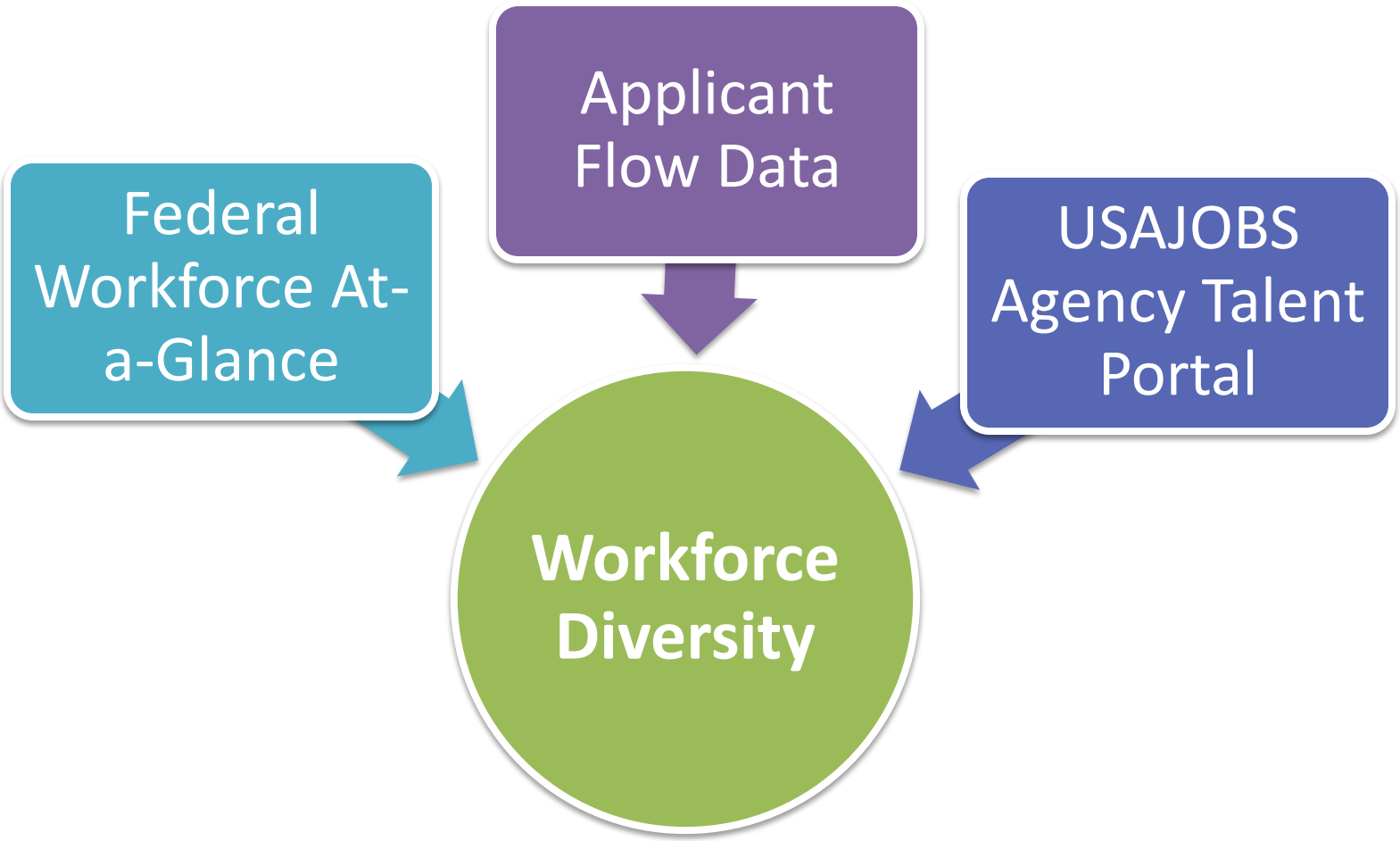
http://usajobs.github.io/american-discovery-trail/signed-in/home/

Revised Landing

Release Date: September 10

http://usajobs.github.io/american-discovery-trail/signed-out/home/

Smarter Recruitment with Data-Driven Diversity



Federal Workforce At- a-Glance

Federal Workforce At-a-Glance Inclusion Metrics

Inclusion

Fostering inclusive work environments and realizing the full potential of our workforce's diversity requires agencies to employ effective management practices. To that end, the Office of Diversity and Inclusion has recently developed a set of change management tools to supplement the inclusion index. The index and tools, referred to jointly as the New Inclusion Quotient (The New IQ) will arm agencies with instruments and practices necessary to support diversity and inclusion more fully. In addition, OPM will continue to promote proven practices in using all workforce data to inform everyday support diversity and inclusion in the workplace.

https://www.opm.gov/policy-data-oversight/diversity-and-inclusion/federal-workforce-at-a-glance/

The New IQ scores are calculated using a subset of 20 questions from the Employment Viewpoint Survey (EVS). This index is separated into several factors of 5 inclusive habits: Fair, Open, Cooperative, Supportive, Empowering. Research confirms that workplace inclusion is a contributing factor to employee engagement and organizational performance. One of the major issues facing organizations and the federal government in regard to inclusion is how to properly measure it and improve an inherently intangible aspect of group interaction, which the New IQ scores help accomplish.

Inclusion Categories	2011	2012	2013
Fair Environment	46%	44%	43%
Open Environment	58%	56%	55%
Cooperative Environment	57%	55%	54%
Supportive Environment	74%	74%	74%
Empowering Environment	60%	59%	56%

Federal Workforce At- a-Glance

Federal Workforce At-a-Glance Diversity Data

Diversity & Inclusion

FEDERAL WORKFORCE AT-A-GLANCE

AGENCY: Government Wide

CATEGORY: Overview

Government Wide Overview

Pursuant to Executive Order 13583 and to the Government-wide Strategic Plan, which was published on November 17, 2011, the OPM Office of Diversity and Inclusion (ODI) developed a D&I Dashboard for agency use in workforce planning and reporting, with information culled from the Federal Employee Viewpoint Survey and the Enterprise Human Resources Integration data sets.

The Diversity and Inclusion (D&I) Dashboard is a government specific tool created to provide agencies with demographic data about hiring, group attrition, employee inclusion perceptions, and overall accountability in regard to D&I efforts. One of the goals of the Diversity and Inclusion (D&I) Dashboard is to provide data that is formatted in such a way that anyone can view it, explore it and readily understand it.

Photo from National Aeronautics and Space Administration

Diversity Categories	2010	2011	2012	2013	2014
Native Hawaiian / Pacific Islander	N/A	N/A	N/A	0.4 %	0.4 %
American Indian / Alaskan Native	1.8 %	1.7 %	1.7 %	1.7 %	1.7 %
Asian	5.6 %	5.6 %	5.8 %	5.5 %	5.6 %
White	66.2 %	65.9 %	65.4 %	65.1 %	64.7 %
Black	17.7 %	17.8 %	17.9 %	18.0 %	18.1 %
More Than One Race	0.7 %	0.8 %	1.0 %	1.1 %	1.2 %
Hispanic	8.0 %	8.1 %	8.2 %	8.3 %	8.4 %
Female	43.9 %	43.6 %	43.5 %	43.4 %	43.2 %
Male	56.1 %	56.4 %	56.5 %	56.6 %	56.8 %
LGBT (EVS Q 96)	N/A	N/A	2.2 %	2.7 %	2.8 %

Disability Categories	2010	2011	2012	2013	2014
All Disabilities	7.07 %	7.41 %	8.00 %	8.62 %	8.99 %
Targeted Disabilities	0.95 %	0.96 %	0.99 %	1.02 %	1.07 %
All Disabilities and 30% or More Veterans	10.21 %	10.97 %	11.89 %	12.80 %	13.56 %

Federal Workforce At- a-Glance

Hispanic Workforce Representation

AGENCY: Government Wide

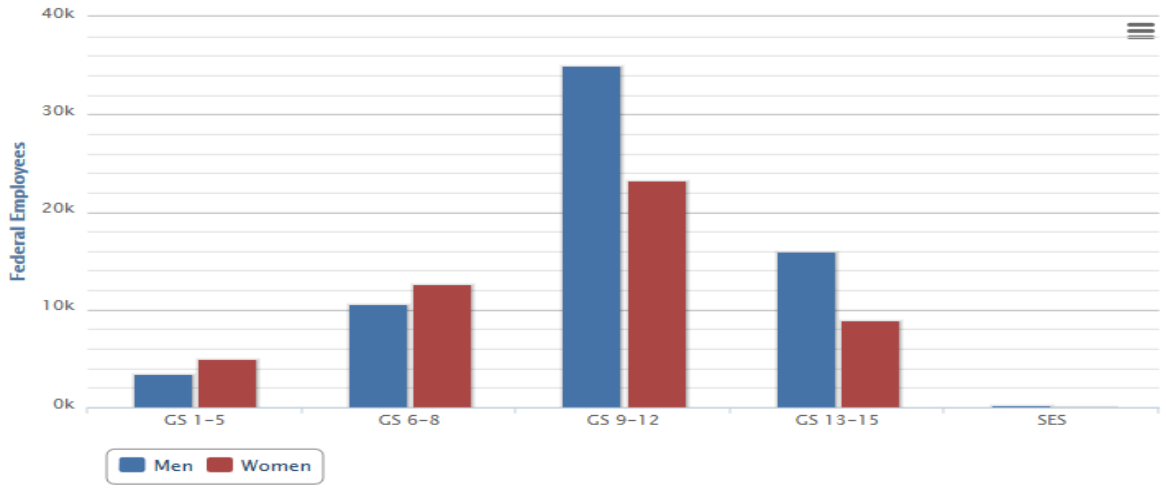
CATEGORY: Hispanic YEAR: 2014 GENDER: All

Government Wide

Hispanic Workforce Representation

The following bar graph shows the selected demographic group's aggregate workforce representation in the federal government by gender and GS grouping: GS 1-5, GS 6-8, GS 9-12, and GS 13-15. Above the chart you will find the total number of men and the total number of women within this demographic category as well as their percentage of representation.

TOTAL MEN	TOTAL WOMEN	% OF MEN	% OF WOMEN
91,483	61,067	60%	40%



Federal Workforce At- a-Glance

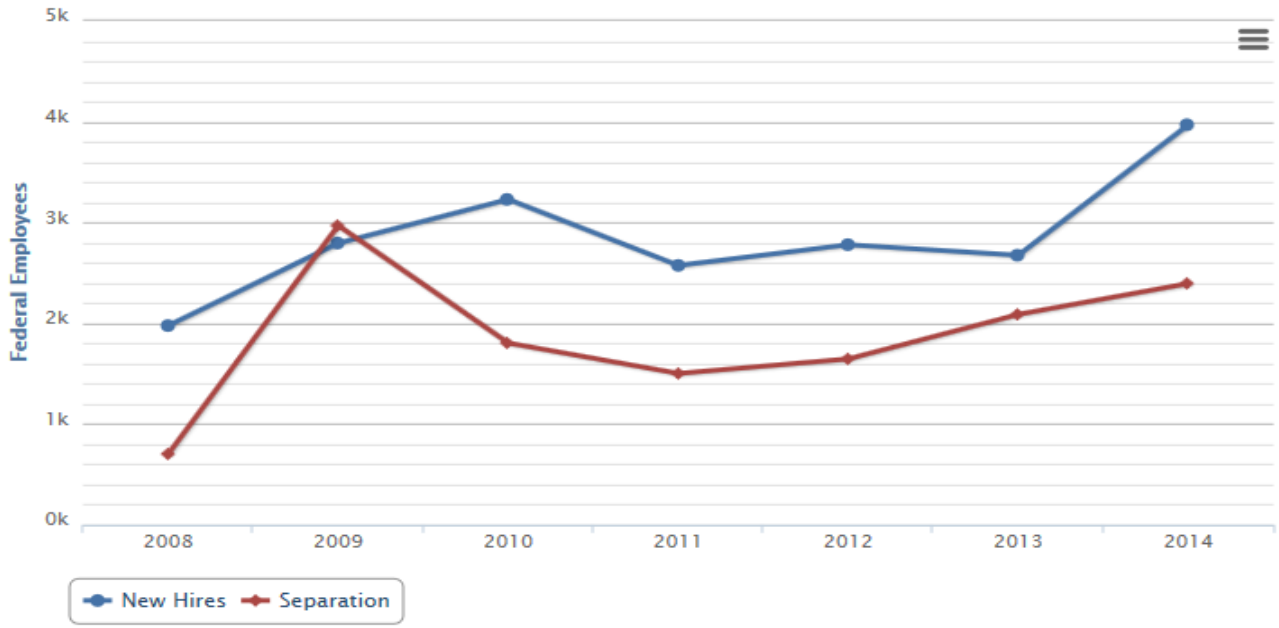
Hispanic New Hires and Separations

Hispanic New Hire Count vs. Separation Counts

The following line graph shows the selected demographic group's representation of the number of new hires for a given year compared to number of employees separating (i.e., attrition) from the government within a given year.

2014 PERCENTAGE

NEW HIRES	SEPARATION
4.3%	2.1%

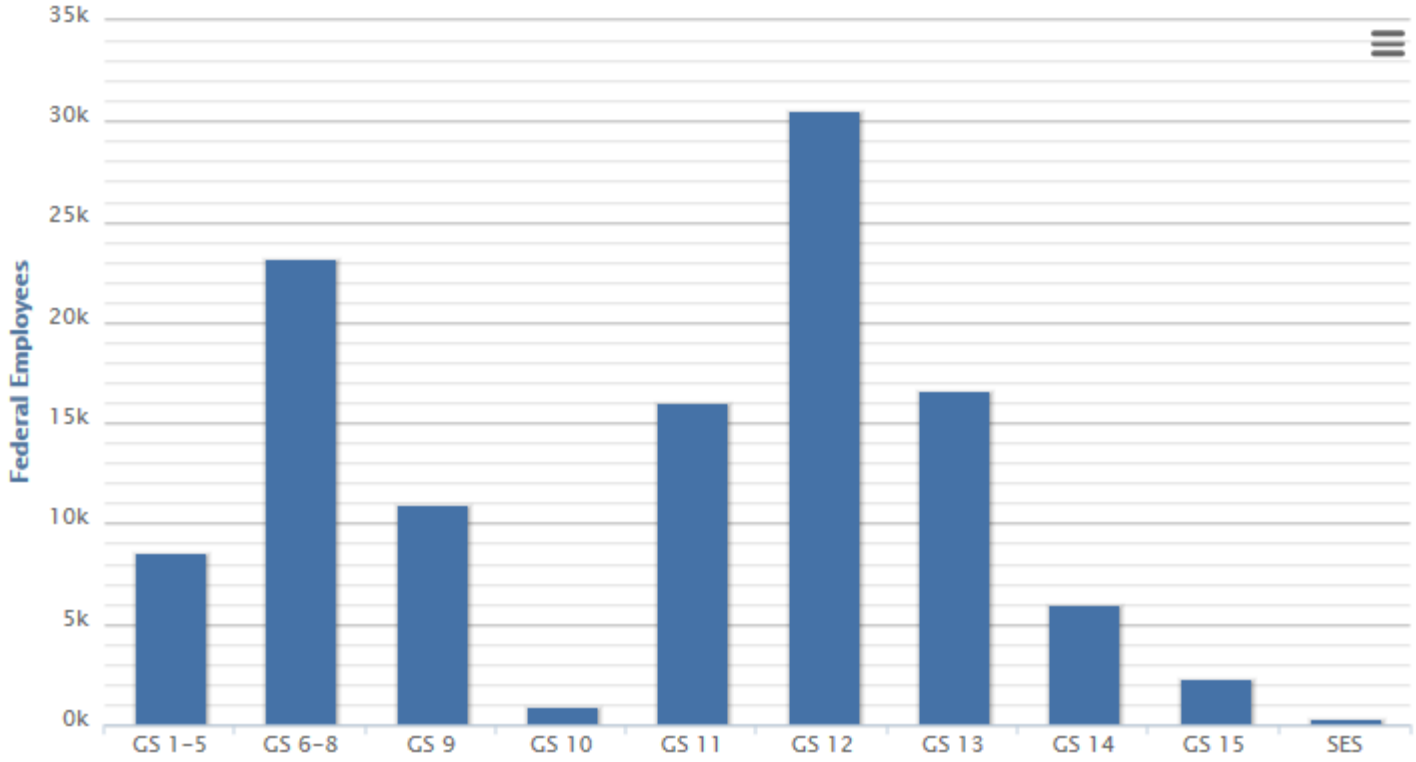


Federal Workforce At- a-Glance

Hispanic GS Level

Workforce Representation Counts by GS Level

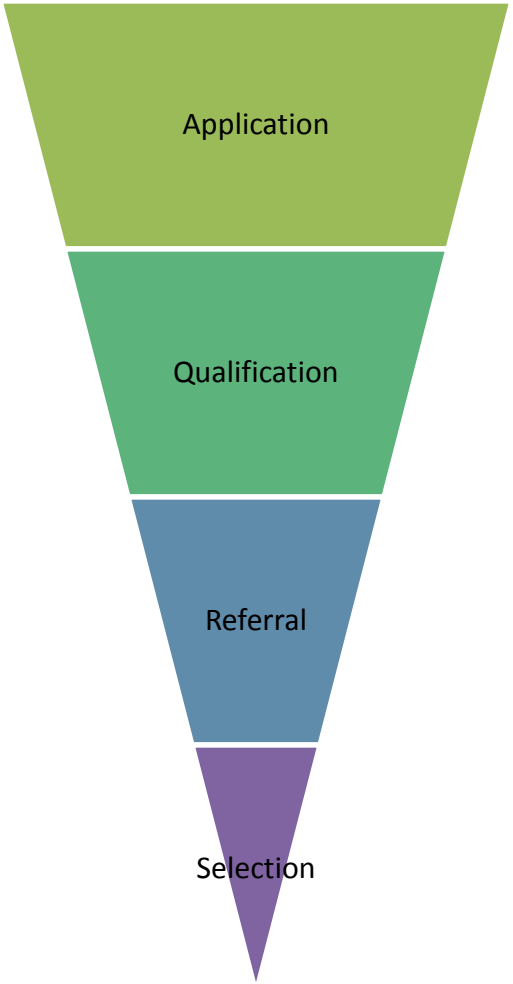
The following bar graph shows the selected demographic group's aggregate workforce representation by the following GS grouping: GS 1-5, GS 6-8, GS-9, GS-10, GS-11, GS-12, GS-13, GS-14 and GS-15.



Applicant Flow Data

Applicant Flow Data (AFD)

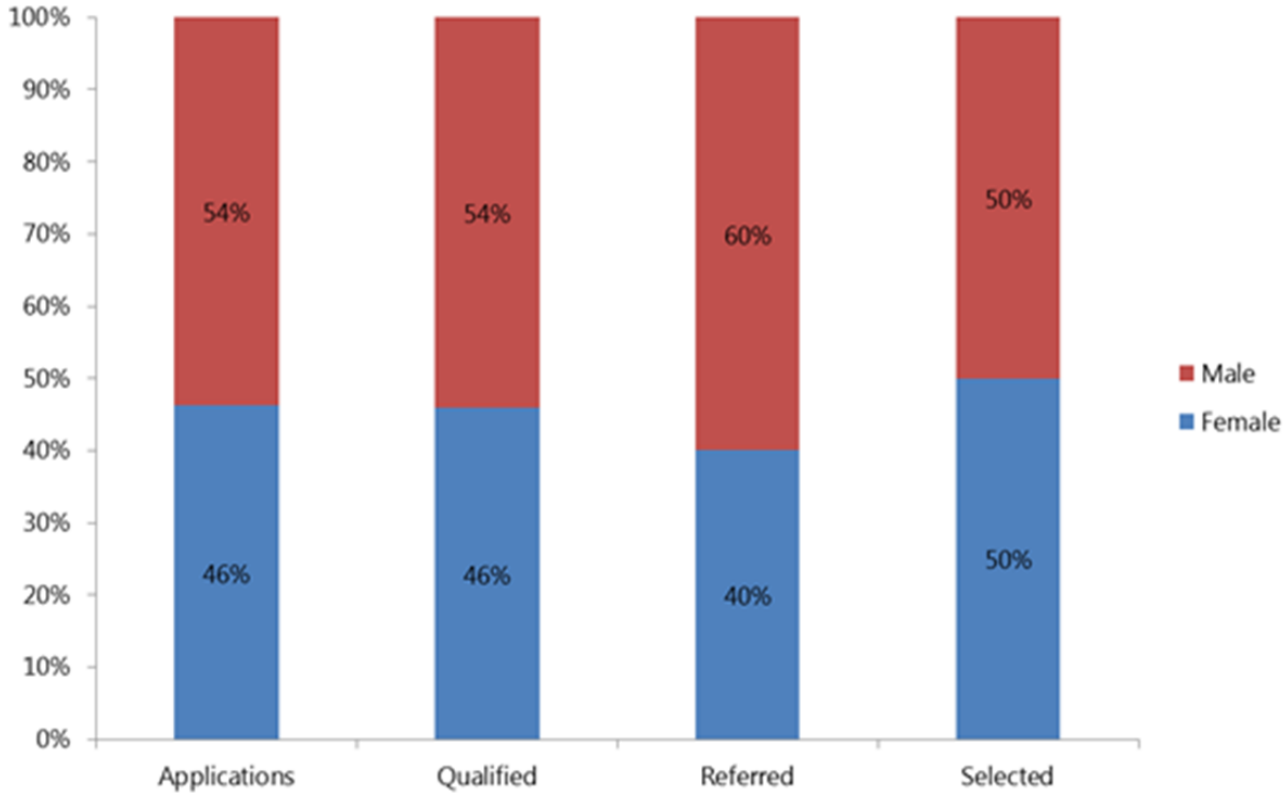
- In 2009 Executive Order 13583: Establishing a Coordinated Government-Wide Initiative to Promote Diversity which established collecting and analyzing Applicant Flow Data to determine if applicant pools are reflective of the civilian labor force.
- USA Staffing **built an Applicant Flow Data (AFD) reporting capability** by combining **demographic data** collected at USAJOBS with data from each step in the hiring process.
- Applicant Flow Data is **available to agencies** through secure FTP site and Cognos.
- AFD allows agencies to **identify barriers and best practices at each stage in the hiring process**: *application*, *qualification*, *referral* and *selection*.
- USA Staffing and the Office of Diversity and Inclusion host an **interagency Applicant Flow Data Work Group** to share information and best practices.



Applicant Flow Data

Sample Agency Applicant Flow Data Analysis

Applicant Flow by Gender for each step of the recruitment process.



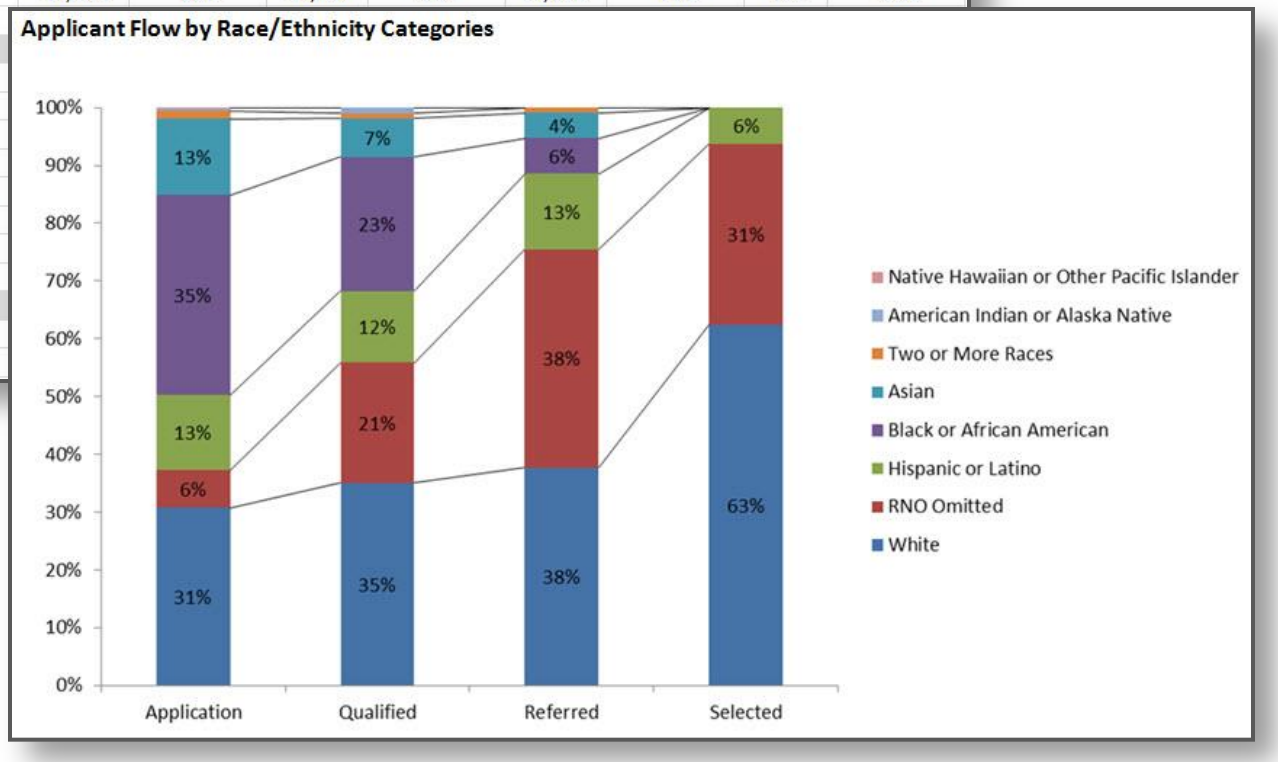
Applicant Flow Data

AFD Summary Reports

Applicant Flow by Sex, Race/Ethnicity, and Veterans Status

	Applied		Qualified		Referred		Selected	
	Count	% of Applied	Count	% of Qualified	Count	% of Referred	Count	% of Selected
Sex								
Male	17,950	38%	13,195	34%	7,978	30%	96	17%
Female	15,454	33%	11,897	31%	5,115	19%	135	23%
Sex Omitted								
Race/Ethnicity								
American Indian or Alaska Native								
Asian								
Black or African American								
Hispanic or Latino								
Native Hawaiian or Other Pacific Islander								
White								
Two or More Races								
Race/Ethnicity Omitted								
Veteran Status								
Veteran Status Claimed								
None Claimed								

Applicant Flow by Race/Ethnicity Categories



USAJOBS Agency Talent Portal

USAJOBS Agency Talent Portal

Find and Recruit Talent

Measure Recruitment and Hiring Effectiveness

USAJOBS Agency Talent Portal

Resume Mining

(Pilot)

Amy will use the Resume Mining tool in USAJOBS to identify potential candidates that match the job criteria.

Create a Project	Search for resumes	Select resumes for communication	Send email to invite candidates to apply to the job
Link to JOA Control #	The pool of resumes are from job seekers who made his/her resume available		

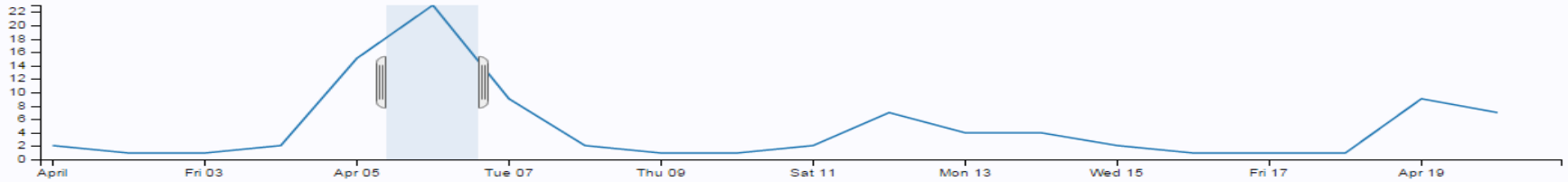
USAJOBS Agency Talent Portal

JOA Analytics - Visitor

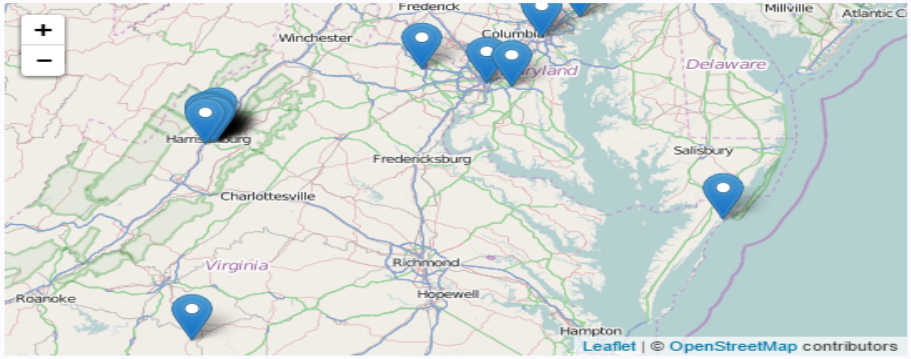
(Pilot)

All Visitors

Unique Page Views



Visitor Locations



Top Referrals To This Announcement

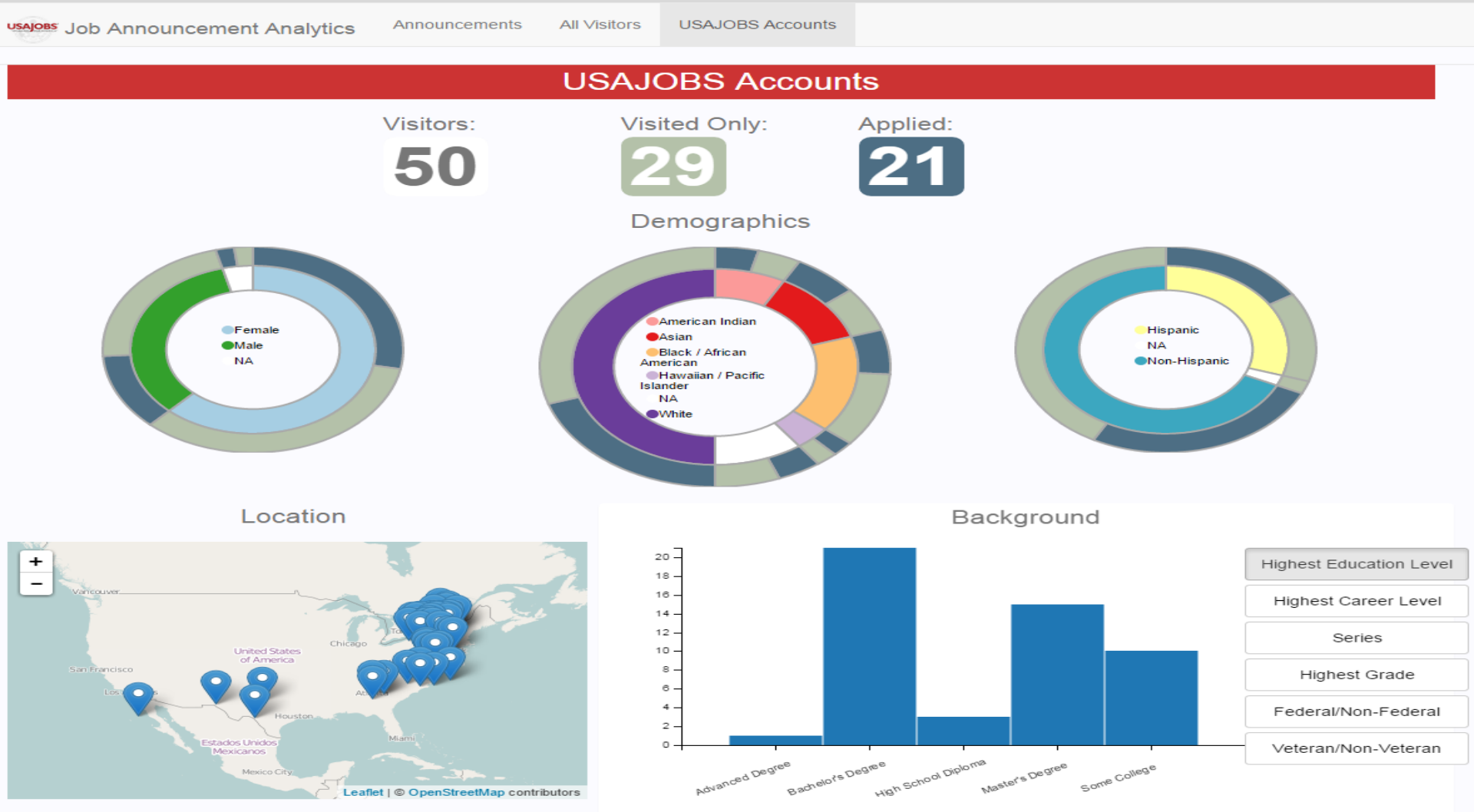
Referral	Count
usajobs.gov	18
USAJOBS Resume Mining Tool	5
google.com	0
twitter.com	0
linkedin.com	0
facebook.com	0

Job Announcement Analytics, A USAJOBS Visualization.

USAJOBS Agency Talent Portal

JOA Analytics – Account Holder

(Pilot)



USAJOBS Agency Talent Portal

Vision for Agency Talent Portal

(Pilot)

LEADERSHIP / RECRUITERS / HR PROFESSIONALS / HIRING MANAGERS

Find and Recruit Talent

Recruitment Channels

Data Insights

Resume Mining

Measure Effectiveness

JOA Analytics

Hiring Process Surveys

Career Trends / Talent Research

USAJOBS Agency Talent Portal

Agency Talent Portal Access

(Pilot)

- The Agency Talent Portal is currently an Open Pilot. If you want to participate, contact your agency HR representative to request access at Recruiter-Help@usajobs.gov.
- Full rollout expected by January 2017.
- In the meantime, check out our R&D portal: https://research.test.usajobs.gov